

**B. MANAGEMENT STAFF**

1. The mission and functions of the Management Staff contained in Agency Regulation ☐ be revised to reflect the requirements of Executive Order 10072.

DDCI, in discussing the provisions of Executive Order 10072 with the Chief, Management Staff stated that he did not want Management to initiate any action on the provisions of the Executive Order "to systematically review the Agency's program and the economy of its operations." The Inspector General's Office and the Audit Staff share the responsibility for the required functions in this Agency.

2. The Management Staff be transferred to the Office of the Director and that it come under the immediate supervision of the DDCI or of an Executive Director if such a position is established.

While I have no objection to removal of this function from DD/S supervision, I believe it would violate the Director's concept of minimizing the number of component heads reporting to his office. Additional people reporting to the Director is not desirable because of voluminous responsibilities he now has. It may be more desirable to command, rather than recommend, in what might be termed "management actions" but the tendency to dilute the absolute responsibility of an operator must be avoided. I know of no instance in which a Deputy Director has failed to cooperate with the Management Staff in its present organizational location and I doubt that it would be more effective reporting direct to the Director.

3. a. The three separate O&M sections be consolidated into a single staff under the supervision of a Chief, O&M, reporting to the Chief, Management Staff.

Sectionalizing the small Organization and Methods Staff has been desirable because it has permitted specialization resulting in the ability to deal with problems effectively. Specialists in the field of management who are daily assigned to an operational entity find greater acceptance, more freedom of action and more positive inter-change of ideas than the generalists in the management field who do not "belong" to a specialty or to a specific area of operations.

Inter-change of ideas by regular staff meetings of all O&M offices to discuss across the board problems is desirable and will be implemented.

*done*

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*add to the Monday meeting*

**EYES ONLY**

Management Report

**SECRET**

b. Staff meetings of all OAM officers be held regularly for the purpose of full discussion of Agency management problems.

Answered in 3a above.

*Planned*  
4. The OAM Staff training program be accelerated to provide for the assignment of a minimum of two OAM officers annually to external advanced management training courses beginning with FY 1957.

I concur in this recommendation and will make the necessary arrangements.  
*[Signature]*

5. The Chief, Management Staff confer with the Director of Training and agree on a program of more active OAM participation in Agency management training courses.

The Chief, Management Staff will confer with the Director of Training concerning more active participation in management training courses. *done*

6. The functions of the OAM Staff be revised to reflect more accurately the proper mission of the Management Staff as directed by Executive Order 10072.

Covered in B-1.

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**SECRET**

**EYES ONLY**

**SECRET**

8. a. Complete responsibility and supervisory control of the Vital Materials Repository be transferred from the Office of Communications to the Management Staff.

b. Vital Materials Repository become a branch or section of Records Center and administered by the Chief, Records Center as the senior RM Staff Officer at the site.

I do not concur in this recommendation for the same reasons set forth in 7 above.

It was originally thought that the units should operate separately until the Records Center could complete their transfer and become effective in records retirement. This has been accomplished and I see no reason why the two organizations both dealing with records, either active or retired, would not be one organization receiving technical advice and assistance from the Records Management Staff.

I do not concur however that the Chief of the Records Center be named the senior Records Management Staff Officer at the site. The choice of the Chief, whether he be the supervisor of the Vital Documents Repository, the supervisor of the Records Center, or another employee should be determined by qualifications and experience of an individual in Records Management work.

- 25X1A 9. Agency Regulation ☐ be revised to clarify the responsibility for properly indexing vital materials held in the Repository.

Revision of this regulation is now in process.

10. a. The designation and appointment of Area Records Officers be discontinued.

I agree that Operating Officials should again be informed of their responsibilities for records management, but I do not believe discontinuance of Area Records Officers would be practical. The Operating Officials must avail themselves of the seniors of the Records Management Staff, but they will do it through a knowledgeable individual who understands his parent organization and records processing. The appointed employee is also charged by the Operating Official with actively supervising the record processing in his particular office or area daily.

**SECRET**

**EYES ONLY**

**SECRET**

It may be desirable to replace some Area Records Officers but I do not concur in the discontinuance of designation and appointment.

See 10a above.

*done*  
b. Operating Officials be informed of their specific responsibilities for records management and be directed to avail themselves of the services of the G&M Staff.

11. a. The DD/S assume personal responsibility for the Agency regulatory system and ensure that principal supervisors inject adequate command judgment and policy into the system, both in the approval in principle of proposed regulations and in the resolution of intra-Agency disagreements.

I recognize that regulations will always be a source of criticism, some justified, some unjustified. However, the fact that it is a complicated problem demands personal attention and responsibility.

A new procedure issued by my office 30 June 1956 names the Assistant Deputy Director (Support) as the initial screening point of proposed regulatory material. If the proposed issuance is satisfactory, the ADD/S will authorize appropriate coordination by the originating office within the Support Services. The ADD/S and DD/S, upon receiving Support Services concurrence, will approve and send the proposed issuance to DD/P, DD/I and the Inspector General for coordination. If coordination is obtained, the regulation will be published. If not, ADD/S will discuss with the originating and concurring offices the proposed revisions and by obtaining agreement with all offices concerned authorize publication.

I believe that with the responsibilities placed in ADD/S, past deficiencies in the regulatory process will be eliminated.

**SECRET**

**EYES ONLY**

b. The Regulations Control Staff be removed from the Management Staff and attached directly to the Office of the DD/S under the direction of a competent senior Special Assistant for Regulatory Issuances.

I do not believe that the Regulations Control Staff should report directly to my office. There are enough people reporting directly now, and as control and supervision is exercised by both the ADD/S and myself, I cannot believe that an additional Special Assistant and organizational attachment of the Regulations Control Staff would be desirable.

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12. a. The [redacted] SSA/DDS, and the four Regulations Control Staff personnel presently detailed in the DD/P area, be joined into one [redacted] and assigned permanently to the DD/P.

The transfer of the [redacted] to the DD/P will be effected in the very near future. The Regulations Control Staff should not be transferred to DD/P but should be physically located with Regulations Control Staff to aid in the processing of Agency regulations.

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b. The Chief of the [redacted] SSA/DDS, be commended by the SSA/DDS for his diligence and devotion to duty in continuing his unremitting efforts to discharge his publications responsibilities in the face of unusually difficult and trying conditions.

A letter of commendation will be prepared for the Chief of the [redacted] (I have worked with [redacted] and he certainly deserves commendation.)

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13. The Chief, Management Staff, confer with the AD/CR and agree upon an aggressive program utilizing the joint resources of the Business Machines Services Staff, Management Staff, and the Machine Division, OCR, to search for and identify areas throughout the Agency, especially at the office and divisional level, wherein machine techniques can contribute effectively to the solution of long-range Agency information handling problems and jointly recommend specific solutions as appropriate.

This is a very sound recommendation and will be implemented at once.

*done*

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[redacted] No. 12a was also written on the SSA/DDS portion of the report. The SSA has been asked to discuss this with you and take the necessary actions.

12b has also been called to the attention of SSA/DDS for his action.

25X1A

**EYES ONLY**

*asked for action to people to shift 5 slots to him*  
*(52) 4 slots to him*  
*5 soft*

25X1A

**SECRET**

*Done*  
*Written*

14. a. The Chief, Management Staff prepare and circulate throughout the Agency informal brochures explaining in simple terms recent advances in and possible applications of newly developed office business machines and related equipment.

This is also a good recommendation and will be placed in effect in the near future. Recently the Management Staff held an open house exhibit in the DD/F area on available and up-to-date dictation machines. Other exhibits of this type would be very profitable.

*done*  
b. The Chief, Management Staff confer with the Director of Training and agree upon a procedure for utilizing the facilities of the Office of Training for educating and indoctrinating appropriate Agency personnel on the activities, responsibilities and potential value of the Business Machines Services Staff.

Although the activities, responsibilities and potential value of the Business Machines Services Staff is called to the attention of students in various training courses further effort will be made to bring the Staff's activities to appropriate Agency personnel. The Director of Training expects to publish some material on the subject in the Training Bulletin.

25X1 15. a. Appropriate Agency regulations, reflecting the provisions of the Incentive Awards Act of 1954, the Civil Service Commission regulations of 9 November, the staff study on awards approved by the DDCI on 1 March 1956, and other pertinent Agency policies be published as a matter of priority.

The preparation of the regulations recommended is now in process.

b. The membership of the Incentive Awards Board be realigned to provide broader operational and substantive membership and that the Chairman of the Board convene meetings as frequently as necessary to eliminate the Agency backlog by 31 December 1956.

The Incentive Awards Board has been realigned as evidenced by Notice  7 July 1956. The Board now consists of the Chief, Management Staff as Chairman and two members from each of the major components. There is also an advisor from the Personnel Office and the Security Office. This provides across the board representation. Meetings have appeared to be adequate and emphasis has been placed in reducing the backlog. Approximately 950 suggestions have been processed this year. The problem is the length of time required by officers for evaluation. We hope to reduce this time and make the operation current.

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**EYES ONLY**

c. Upon publication of the basic regulation establishing the Program, an immediate and well conceived program publicizing the Incentive Awards Program be initiated by the Staff under the guidance of the Incentive Awards Board. In the event disagreement over the scope of the campaign develops within DD/P, the matter should be referred to the DCI for decision.

d. The Chief of the Management Staff take immediate action to upgrade the professional positions on the Incentive Awards Staff and insure that the positions are filled by the most highly qualified and experienced personnel available.

e. The Chief of the Incentive Awards Staff and the Chairman of the Incentive Awards Board make greater use of independent organization and management studies on the value of suggestions which relate to the basic functions of an appraising office.

f. The Incentive Awards Board establish and adhere to more liberal policies and award scales applicable to intangible benefits in order to stimulate greater employee participation in this important aspect of the program.

A four page all employee newsletter is going to the printers 20 August 1956 which will provide publicity for both the Suggestion and Honor Awards Programs. This will stimulate employee actions.

The grades have been reviewed by the classification people of the Personnel Office and are adequate for the duties performed or contemplated. I do not think upgrading is necessary to improve programs. The most highly qualified and experienced people will fill the Incentive Awards Staff positions.

The Management Staff has been instructed to continue this policy.

The Committee adopted a more liberal policy in May of this year and I feel that with this new policy and greater emphasis on publicity the program should accelerate.

NOTE: In line with the IC's comment which was not presented in the form of a recommendation, I definitely agree that the Management Staff offers an excellent medium for career development and should be included in the career planning of senior officers. Mr. [ ] has sent a memorandum to the Director of Training and the Director of Personnel on this matter and steps will be taken to place management training in the career planning program.

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EYES ONLY